



**The Impact of Transformational Leadership on the Performance of Employees in
technology business in the UK: A study on Connexica**

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Abstract

The research paper describes the Impact of transformational leadership on employee performance on the technology industry and it was specifically done on technology-based software company Connexica United Kingdom. From the analysis, it can be seen that motivation, incentives have a great impact on employee performance. If the inspiration is given by the leaders and for giving the inspiration motivation reward, recognition of every employee's performance can be given then it would be the result of the transformational leadership. The technology company employees just like Connexica they got their inspiration from the learning, process of business, customer or the stakeholder, and the financial basis. When the leaders intervene in the employee's activities they interfere to increase the team spirit and improve the productivity of the employees.

Keywords: Transformational Leadership, Performance, Motivation, Recognition, Technology.



INTRODUCTION

Transformational leadership is leading by example where the leader is directly involved with the functional teams of the organisation to bring and implement any changes through constant motivation, supervisions and direction. In transformational leadership,, the leader is directly associated and inspires others by own effort(Cregård, 2016). Connexica is involved in the analytical tool and data recovery business that requires constant changes and innovation. They require the higher personal expertise of their employees as they are a service-oriented business and their competitive edge is also connected to how analytically strong their employees us. The application of transformational leadership can help to deal with their business needs and can constantly motivate their employees to perform better enabling enough information. Hence, research on the impact of transformational leadership on the employee performance of Connexica has become important. This is a relatively unexplored area as there have been fewer researches done on evaluating the impact of transformational leadership on employee performance especially in the context of techno-based business and this research is going to fill this gap. This will be a helpful piece to the future researchers who are opting to conduct research on this topic further. The aim s to identify the drivers of employee performance and the relationship of transformational leadership in the context of Connexica

LITERATURE REVIEW

Here the several leadership styles will have an impact on the resent days in every kind of all over the world. Leaders are the person who will lead the organization. The leadership style will change according to the culture, environment and style for the person who is hiring. The leadership style which will go through the change will ensure these changes in the organization ultimate peoples functioning. Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized around a collective purpose. And by this the transform, motivate and the enhancement of the reactions and the ethical connections of the followers. Transformational leadership is a style of leadership which seek for the positive and the inspirational transformations. Where the followers and they gain the expected changes in the strategy and the structure in the organization. (Geib and Sweson, 2013).

Transformational Leadership Theory

Here the behaviour of the transactional leadership will be in the context of the scripts and also the logical exchanges of the leaders and the followers, here the leaders will be considered as the view



of the accomplishment of the definite task or goal. Here the explanation and the description of the behaviours in and around the interactions or transactions for the purpose giving the Burns (1978) indicated that in case of the engagement of the transformational leadership the leaders should be empowered to take the initiative of the innovativeness of the followers and the also the engagement of the creativity of the fashion-based recognition and the need to be responded in the material of the to be followers.

According to the transactional leadership future, the world is getting more and more critical day by day. And so these people are coming to adopt every kind of situation and the environment in which he or she will not able to cope with. Some Middle East countries are in turmoil nowadays. The people who are experienced with autocratic leadership by applying the transformational leadership the best result can get. The leaders should be educated, skilled, expert, ethical, and empathetic. Hat whether the employee performance This study is all about finding out whether there is any impact of transformational leadership on employee performance.

Drivers of Transformational Leadership

Lawler (2011) opined that the core drivers of transformational leadership are the changing business environment, changing customers' expectations, increased innovation pressure, pressure regarding sustaining competitive advantage, need for building improved employee capability and also need for building improved emotional intelligence and commitment from the employees. The detailed illustration of these issues are below:

Changing Business Environment

In the view of Sinclair (2015) the dynamics of the business environment is going through continuous changes because of globalization and also for the development of the high-tech infrastructure at the same time as well and these are calling for the transformational leadership to bring changes in the organisation at a continuous basis. Tatlah (2015) agreed with this and added that the changing business environment is giving rise to newer challenges and to deal with that business organisations require transformational leaders to survive and in future, the changes will be more dynamic and frequent asking for more frequent changes in the organisational operations.

Changing Customers Expectations

Ulmer (2012) opined that the customers' expectations keep changing in almost all the industries because of globalisation and dynamic social change and so companies need to update their offerings at a constant basis hence they require a transformational leader who can help them to cope up with the changing customers need. Fesaan (2013) supported this and added that the fast-changing customers' expectations are giving rise to new market gaps as well and thus require transformational leadership approach to be capitalised well.



Increased Innovation Pressure

Liasan (2014) opined that the need for innovation is important for every business irrespective of the industry or segment they are involved in as to sustain competitive advantage in the long run business organisations need to continue to innovate new business process to add newer organisational value. Fenaxi (2017) agreed with this opined that a company can't do business depending on a single innovation for a long period because with the time it gets copied by their competitors hence companies are bound to add innovation constantly. Abualrub and Alghamdi (2017) marked the importance of transformational leadership in bringing innovation inside the organisation by adding that transformational leaders take to bring changes that meet the innovation criteria for the business and the practices are getting more spread because of increased innovation pressure.

Building Employee Capability

According to Eacott (2012) building employee capability has become more important in the present organisational context especially for the service-oriented business organisations and techno-based firms that depend on the employee's skills and expertise mostly. Fesaan (2013) added that transformational leadership is a way to build organisational capability as it engages the employees closely, trains them and develops them accordingly that ultimately results in building strong employee capability. Liasan (2014) added to this by stating that transformational leadership aims at building emotional stability and enables sustainable improved commitment from the employees at the same time.

Drivers of Employee Performance

According to Hariri et al (2014) employee performance delineates the output or the value that employees add to the organisation. Harris (2015) explained employee performance is the expected outcome that the organisation desires from the employees and it is influenced significantly by the workplace environment, management philosophy, organisational resources, motivations, training, opportunities and so on. Jogulu (2016) opined that the major influencer for the employee performance of an organisation is the compensation or the monetary benefits that the organisation provides to the employees. Kelly (2016) added to this by stating that the workplace environment's safety and security are also important elements in delineating employee performance inside an organisation. Lambert (2016) contradicts the view that only monetary benefit is the major contributor for the employee performance inside an organisation rather emphasized the non-monetary issues such as the support and co-operation from the management, effort recognition, non-discriminatory treatment and job security of the employees. Bush (2016) backed this view by opening that at one point most of the employees don't get influenced by monetary benefits rather they value how the organisation is treating them and they want to act an active part of the organisation after a time. Cregård (2016) found that non-monetary benefits tend to have a longer stay in the mind of the employees and contribute significantly to keep them going and performing

better for the organisation. Fenaxi (2017) suggested that fair treatment, participation and work recognition and also connecting the employees matter a lot for getting constant output from the employees maintaining the expected standards.

Impact of Transformational Leadership on the Employee Performance

Eacott (2012) opined that as management view is a major determiner for the employee performance and as the management view is directly connected with the leadership approach hence leadership approach is sure to have a strong influence on the employee performance level. Fesaan (2013) added to this discussion by stating that leadership style determines how an organisation behaves with their employees and also leadership approach determines the management's philosophy regarding how the employees should be treated, influenced, trained and guided in the workplace. Liasan (2014) opined that different leadership approaches are said to have a different level of influence on the organisational performance level as the practices and views differ significantly. Hariri et al (2014) mentioned that transformational leadership can pose significant positive impact compared to the other existing leadership practices mainly because it allows the leaders to lead by example through cohesive teamwork. Harris (2015) favoured the previous statement and opined in illustrating the impact of transformational leadership on the performance level of the employees by opening that transformational leaders motivate and influence them continuously by making themselves aware of the need for the organisational change and motivate them accordingly to actively engage in the organisational change process. Jogulu (2016) opined that the transformational leadership approach not only aims at bringing organisational change by involving employees but also make them able by training and development measures that lead to improved organisational performance overall.

Conceptual Framework

The conceptual framework for this research is below:



FIGURE 1: CONCEPTUAL FRAMEWORK



The conceptual framework demonstrates that the major drivers for transformational leadership are the changing business environment, changing customer's expectations, innovation pressure and need for building employee capabilities and application of it lead to better work environment, enhanced commitments, capabilities and skills enhancement that ultimately result in improved employee performance.

METHODOLOGY

To conduct this research, the researcher is going to prefer interpretivism research philosophy over the positivism research philosophy. The reason to prefer interpretivism over the positivism research philosophy is that positivism philosophy includes macro-level social research that usually requires large sample data and the results in this philosophy is generated through applying the scientific approach based on implementing mathematical and statistical tools and techniques (Han, et al, 2015). The researcher in this context wants to explore both quantitative and qualitative data and the research context is also concentrated with fewer survey participant numbers and the research wants to demonstrate the in-depth result illustrating the impact of transformational leadership on the employee performance in the context of Connexica. Analysis of both quantitative and qualitative data will help to view the research problem from a different point of view and reach decisions accordingly.

RESULT ANALYSIS AND DISCUSSION.

Demographic Data

Here also the demographic data is also collected and for this, the age, gender, education and also service duration these kinds of information are analyzed also. Gender is indicated by the respondents. Hereafter the findings here we can say that 75% of respondents are female and another 25% of respondents are male. the sample size 15, here 6 respondents are in between 25-30 years and 3 are in between 30-35 years, 3 are also 35-40 years and above 40 years there are 3 respondents. So here we can see that most of the employees among the respondents most of them are young age.

Transformational Leadership and Employees Leadership

Here according to the respondent's response to the questionnaire, we can get the following relationship-based information which are getting from the statements regarding the transformational leadership and the employee performance of Connexica.

Statement	Number of Respondents	Mean	Standard Deviation	Percentage
Does motivation Has any impact on your performance when you working with Connexica	15	3.2	.563	84%
Did you get any kind of motivation by incentives from Connexica	15	2.9	.745	75%
Is there any standard goal for Connexica	15	3.3	.653	65%

In the study result, we can see that the relation and the statement and the agreement This is the statement of the employees about their opinion of the impact of transformational; leadership on employee performance. Here we can see that motivation has an impact on employee performance and that motivation is given by the leaders, in this case, the motivation s impact employee performance with the mean of 3.2, standard deviation.563, In case of any kind of motivation by incentives from Connexica the mean, is 2.9 and the Standard deviation is.745, In the case of the standard goal of Connexica the mean is 3.3 and the standard deviation is .653. From the statement, the findings that can be get are the employee's performance and the transformational leaders' activities and their impacts. The analysis describes that the it is true that the motivation and the incentives given to the Connexica employees by the transformational leaders actually has an impact on the Connexica's employee's performance.

How many Leaders Intervention Impact on the Employees Performance

Here the main purpose of the study is to find the extent how much Leader's intervention impact on the employee's performance. Hereby the study of the managers or the leaders have a great impact on the activities of the employee's performance. Here the leader's workers to increase and improve the performance and therefore increase the ethics and the morality of the employees. This study also indicating that transformational leadership also impacting on Connexicas employee productivity that the staff also has some desire and also will have impact on both internal and

external clients review. Here the employee will be learned from the leaders how will they carry and adjust and manage any kinds of responsibilities and also the findings consent is that disagreed by Barling & Kellway (2001) they think that the leaders behaviour will influence the employees, by watching and following the leaders behaviour the employees will follow and also get the motivation to meet the challenges in their working environment. When the leader will show the enthusiasm and optimism about any work then he will be able to encourage and give motivation to the employee. Here the leaders will motivate the employee to attract themselves towards the futures potentiality of Connexica.

Standard Goal Commitment by organizational Goals

How the employees of Connexica will be able to commit to Connexica and how they will adjust themselves with the goal for Connexica this is the commitment to the standard goal.

Commitment to Standard Goal	Strongly Disagree	Disagree	Agree	Strongly Agree
Percentage	6	6	56	32

Here the respondents of Connexica need to respond whether Connexica is committed to the standard goal. Here the 56% of the respondents agree that Connexica is committed to their standard goal. Here 32% of respondents strongly agree about the organizations commitment to standard goal. And also 6% employees as a respondent disagree and strongly disagree about the organizations commitment to a standard goal.

Effect of Reward and Punishment on Employees Target

Reward and punishment one of the most important thing in case of any kind of the employees of the Reward and punishment system will be one of the most important motivating factors of Connexica.

Effect of Reward	Both(Positive and Negative)	Positive	None
Percentage	50%	44%	6%

Employees needed to respond in the effect of reward and punishment on their target performance. Here the most of the employees replied the reward and punishments system has both positive and negative impacts on the performance of the employee, here positive means after getting the reward employees will feel motivated and inspired and they will work more to fulfill their target in a proper way. In the case of the punishment of the employees, it will impact negatively on the mentality of the employees. In the case of the positive impact 44% of respondents are replying that yeas only there is the positive impact of employee's target, and also 6% only think that there is no

effect of reward and punishment on their activities and performance. So we can conclude that most people think that there is a positive and negative impact of reward and punishment on the employees target and some less people think that only positive impact of employee productivity. But few people will think that there is no impact of reward and punishment on the employee's productivity.

Transformational leadership elements of Connexica

The proper take care and supervision of Connexica employee is needed and it will also be required because all-time supervision will ensure the best productivity of employees. Here the employees respond that the managers' ability of boost up a sense of appreciation and also the reason why employees perform their duties. Here most of the employees agree that leaders of Connexica foster a sense of appreciation. And average employee disagrees they think that Connexica does not ensure the sense of appreciation and few people think Connexica does not do anything.

Sense of Appreciation	Strongly Disagree	Disagree	Agree	Strongly Agree
Percentage	6%	25%	25%	44%

The proper take care and supervision of Connexica employee is needed and it will also require because all-time supervision will ensure the best productivity of employees. Here the employees respond that the managers' ability of boost up sense of appreciation and also the reason why employees perform their duties. Here most of the employees agree that leaders of Connexica foster the sense of appreciation. And average employee disagree they think that Connexica does not ensure the sense of appreciation and few people think Connexica does not do anything. Here employee think that sense of appreciation in not in Connexica and 44% Strongly agree about and also 25% think agree and another 25% disagree in case of the strongly disagree matter only 6% think that Connexica doesn't ensure the sense of appreciation.

Leaders Support in Training of Employees

Connexica need to ensure the help and support of leaders in the employees training session. Connexicas employes need ot respond in their suport fof trianing they get from the leaders. Here form the above percnetage and which comes form the findings of the employees repsonse it can be said that the employees are getting the help and support from the managers of connexica at their training sessions.

Support in Training of Employees	Resources	Materials of Training	Training Environment	None
Percentage	57	4	24	15

Connexicas employees need to respond in their support for training they get from the leaders. Here from the above percentage and which comes from the findings of the employees response it can be said that the employees are getting the help and support from the managers of Connexica at their training sessions. Management helps in several ways by providing resources, friendly environment, training materials. In case of the findings we can see that 57% of employees think that leaders are supporting in their training by providing Training resources, 4% think leaders are providing training materials and that's how they are supporting the employees and also 24% of employees think that the best training environment is ensured by The Leaders of Connexica. 15% of employees think leaders don't provide any kinds of support in their training.

Leaders Support in Innovation and Creativity of Employees

Every employee has some skills, if the leader helps and inspires them then the creativity and the innovation of the employees can be used by Connexica, and for this the leaders' inspiration, motivation and support is necessary. In the case of Connexica, the support will be known now by the employees. Connexica if take the transformational leadership then the company needs to consider the ways nature's cultures of the technology industry. Here the analysis is telling that in the technology industry the employees need to adjust to nature, behaviour, culture, in this condition their innovative ideas sometimes face some barriers, but if the leaders come forward and help and always inspire and support the employees then it will be easy for the employees to show and apply their innovation and creativity for Connexica.

Support in Innovation and Creativity of Employees by Leaders	Strongly Disagree	Disagree	Agree	Strongly Agree
Percentage	6%	12%	50%	32%

Connexica if take the transformational leadership then the company needs to consider the ways nature's cultures of the technology industry. Here the analysis is telling that in the technology industry the employees need to adjust with nature, behaviour, culture, in this condition their innovative ideas sometimes face some barriers, but if the leaders come forward and help and always inspire and support the employees then it will be easy for the employees to show and apply

their innovation and creativity for Connexica. On the above figure we can see that 32% of employees strongly agree that the leaders are supporting innovation and creativity and 50% agree with that agreement is the majority percentage. In case of the 12% disagree and 6% strongly disagree. It seems that the majority is telling leaders are supporting so it is giving a positive result that leaders has an impact on employee performance.

Key drivers leading to follow the transformational Leadership

To adopt transformational leadership as a technology-based company Connexica needs to put some extra effort and also need to ensure the employees' best performances by employees. In Case of doing the best Connexica need to adopt transformational leadership, because it will change the working style, and the staff will be able to do something new, by giving more effort. Also the whole organizational leadership can also be changed. And for this the key factors are given below:

Key drivers leading to follow the transformational Leadership	On the Job Training	Off the Job Training	None
Percentage	65	23	13

In Case of doing the best Connexica need to adopt transformational leadership, because it will change the working style, and the staff will be able to do something new, by giving more effort. Also the whole organizational leadership can also be changed. On the above figure, we can see the response of the employee about the factors which led them to follow the transformational leadership, the way which are adopting the leaders of Connexica, here we can see that 64% thinks that on the job training is adopting, 23% thinking off the job is adopting and 13% is thinking that no way is adopting by Connexica in case of making employee follow the transformational leadership. So we can say that Transformational leadership key drivers which are followed by Connexica are on the job training.

Correlation Analysis

The hypothesizes for this research is:

H0: Transformational leadership has no impact on the employee performance of a techno based business organisation

H1: Transformational leadership has a significant impact on the employee performance of a techno based business organisation

On the regression result by using the SPSS software the analysis which has been found is given below:

Table 3: Comparison of the transformational leadership and performance of employees

Variables	Number	correlation coefficient	Level of Significance (p)
Performance of employees	15	0/783*	0/002
Transformational leadership	15		

On the above regression analysis in the case of the result of r it was obtained 0/05 which ensures that the null hypothesis is rejected. Because here we can see that the significance level is 0/002 it is less than the alpha test and also less than the .05. So based on the result, we can approve the questions of the research. And we can say that there is a significant relationship between Transformational leadership and the employee performance of Connexica. The correlation coefficient of transformational leadership and the employee performance of Connexica is 0/783, which shows there is a strong positive relationship between these two variables. This analysis concludes that the increased use of transformational leadership will always increase the productivity and the performances of employees of Connexica. Bass (2003), Eisenbach et al. (2009), Yelder Andrew (2004), Ashrafi (2006), these research papers are alike this one.

DISCUSSION ON THE RESULTS

This study is about to find out that that motivation impacts the efficiency of the productivity of the employees and also the incentives motivate and inspire the employees in the working environment. The services which are provided by the employees are the main goal of Connexica. Because of the transformational leadership, inspiration and motivation can be managed by Connexica. The correlation analysis describes that there is a strong positive significant relationship between transformational leadership and employee performances.



- i. By the information and the study result we can see that the relation and the statement and the agreement This is the statement of the employees about their opinion of the impact of transformational; leadership on employee performance. Here we can see that motivation has an impact on employee performance and that motivation is given by the leaders, in this case the motivation s an impact on employee performance with the mean of 3.2, standard deviation.563, In case of any kind of motivation by incentives from Connexica the mean, is 2.9 and the Standard deviation is .745, In the case of the standard goal of Connexica the mean is 3.3 and the standard deviation is .653. From the statement, the findings that can be get is the employees' performance and the transformational leaders' activities and their impacts. The analysis describes that it is true that the motivation and the incentives given to the Connexica employees by the transformational leaders actually have an impact on Connexica's employee's performance.
- ii. When the leader will show enthusiasm and optimism about any work then he will be able to encourage and give motivation to the employee. Here the leaders will motivate the employee to attract themselves towards the potentiality of the future of Connexica.
- iii. the respondents of Connexica need to respond whether Connexica is committed to the standard goal. Here the 56% of the respondents agree that Connexica is committed to their standard goal. Here 32% of respondents strongly agree about the organizations commitment to the standard goal. And also 6% employees as a respondent disagree and strongly disagree about the organizations commitment to standard goal.
- iv. Employees needed to respond to the effect of reward and punishment on their target performance. Here the most of the employees replied the reward and punishments system has both positive and negative impacts on the performance of the employee, here positive means after getting the reward employees will feel motivated and inspired and they will work more to fulfil their target in a proper way. In case of the punishment of the employees, it will impact negatively the mentality of the employees. In the case of the positive impact 44% of respondents are replying that yeas only there is the positive impact of employee's target, and also 6% only think that there is no effect of reward and punishment on their activities and performance. So w can conclude that most people think that there is a positive and negative impact of reward and punishment on the employees' target and some fewer people think that only positive impact of employee productivity. But few people will think that there is no impact of reward and punishment on the employee's productivity.
- v. The proper take care and supervision of Connexica employee is needed and it will also require because all-time supervision will ensure the best productivity of employees. Here the employees respond that the managers' ability to boost up a sense of appreciation and also the reason why employees perform their duties. Here most of the employees agree that leaders of Connexica foster a sense of appreciation. And average employees disagree they think that Connexica does not ensure a sense of appreciation and few people think



Connexica does not do anything. Here employee think that sense of appreciation in not in Connexica and 44% Strongly agree about and also 25% think agree and another 25% disagree in case of the strongly disagree matter only 6% think that Connexica doesn't ensure the sense of appreciation.

- vi. Connexicas employes need to respond in their support for training they get from the leaders. Here from the above percentage and which comes from the findings of the employees' response, it can be said that the employees are getting the help and support from the managers of connexica at their training sessions. Management heps in several way by providing resources, friendly environment, training materials. In case of the finings, we can see that 57% of employee think that leaders are supporting in their training by providing Training resources, 4% think leaders are providing training materials and that's how they are supporting the employees and also 24% of employee think that the best training environment is ensured by The Leaders of Connexica.15% employees thinking leaders doesn't provide any kinds of support in their training.
- vii. Connexica if take the transformational leadership then the company need to consider the ways natures cultures of the technology industry. Here the analysis is telling that in the technology industry the employees need to adjust to nature, behaviour, culture, in this condition their innovative ideas sometimes face some barriers, but if the leaders come forward and help and always inspire and support the employees then it will be easy for the employees to show and apply their innovation and creativity for Connexica. On the analysis, we can see that 32% of employees strongly agree that the leaders are supporting innovation and creativity and 50% agree with that agreement is the majority percentage. In case of the 12% disagree and 6% strongly disagree. It seems that the majority is telling leaders are supporting so it is giving a positive result that leaders have an impact on employee performance.
- viii. In Case of doing the best Connexica needs to adopt transformational leadership, because it will change the working style, and the staff will be able to do something new, by giving more effort. Also the whole organizational leadership can also be changed.
- ix. The correlation coefficient of transformational leadership and the employee performance of Connexica is 0/783, which shows there is a strong positive relationship between these two variables. This analysis concludes that the increased use of transformational leadership will always increase the productivity and the performances of employees of Connexica.

CONCLUSION AND RECOMMENDATIONS

The research paper describes the impact of transformational leadership on employee performance on the technology industry and it was specifically done on technology-based software company the Connexica United Kingdom. From the analysis it can be seen that motivation, incentives have a great impact on employee performance. If the inspiration is given by the leaders and for giving



the inspiration motivation reward, recognition of every employee's performance can be given then it would be the result of the transformational leadership. The technology company employees just like Connexica they got their inspiration from the learning, process of business, customer or the stakeholder and the financial basis which are realized to ensure the internal strength and the weaknesses in case of the performance.

For improving the performance of employees of Connexica , the leaders of Connexica need to motivate the employees. Whereby keeping happy all the stakeholders this motivation session need to do by transformational leaders. Here the employees will be promoted for always and will also enhance the communication a good one between the employee and the transformational leaders, Which helps to establish the motivation of employees. To get a positive impact on the overall performance of the organization transformational leadership should be taught. The communication between the transformational leaders and the employees of the company should be friendly and efficient and effective and good. Also, the training should be given to the leaders to order and instruct the employees how to engage in work, and side by side suggesting them, inspiring them, engaging with them and also maintaining good relationship with the employees to make them feel for the company and provide the best performance for Connexica. In case of improving the employees' skills, and also promoting the growth of career an effective training and development session should be ensured by the Connexica. Connexica needs to give importance to teamwork activities because it will help them to ensure cohesiveness among the employees.

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